| MEMORANDUM FOR: JOHN FOR REVIEW                                    |
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| Here is the honor                                                  |
| award recommendation back again-                                   |
| rewritten for a GERTIFICATE OF MERIT                               |
| and with the offenier language                                     |
| Amard.                                                             |
| If this looks OK to you,                                           |
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| off on so again. Of (DATE)                                         |
| FORM NO. 101 REPLACES FORM 10-101 1 AUG 54 WHICH MAY BE USED. (47) |

Declass Review by NIMA/DOD

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| Exp                                    | ard for Heroic Action or Acce<br>clain, why, and how. If an c<br>icate results of the act. 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| istra<br>do<br>app<br>sults            | ard for Achievement, Service, pative, technical, or professional that merits the award? Why propriate, include production is of achievement, service, or ports this recommendation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ol duties and respondance  was this outstand  records and assista  performance. 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| 25X1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         | 2 is an extremely effective member of the Eastern USSR Branch, Western Geographic Division, which is responsible for                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         | prime NPIC expert on military airfields and air force equipment, and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         | is familiar with the techniques and timing of Soviet airfield con-<br>struction. He developed unique methods to exploit the imagery fully.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |
| 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |         | In recognizing the photographic indicators of the developing pattern of the Soviet air force buildup on the China border, he assembled and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         | correlated a mass of small, individually insignificant items of intel-<br>ligence to make a comprehensive summary of Soviet air force activity,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |
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| 25X1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         | of Soviet Forces Near the China Border and in Mongolia) which was given wide dissemination. is always articulate and clear. In                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |
| 20/1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         | briefing on the air installations, his poise and self-confidence and his memory and ready grasp of all significant details marked him an out-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |
| The state of the s |         | standing briefer. His presentations were praised for excellence of clarity, organization, and substance. In all he demonstrates a high                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ,           |
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| 25X1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         | recommended that be given the Certificate of Merit.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |
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| And the second second                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |             |
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| ТО                |          | INITIALS | DATE | REMARKS                                                  |
| DIRECTOR          |          |          |      | NEMAKKS                                                  |
| DEP/DIRECTOR      |          |          |      |                                                          |
| EXEC/DIRECTOR     | 2        | -        |      |                                                          |
| SPECIAL ASST      | /        | M        | 1/23 |                                                          |
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| CH/DIAAP-9        | +-       |          |      |                                                          |

# Approved For Release 2004/02/12 : CIA-RDP78B05703A000400090009-4

ONLY

26 January 1970

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|      | MEMORANDUM FOR: JJH For Review                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |
|      | John:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |              |
| 25X1 | Here is the Recommendation for a Certificate of Distinction back from the DDI's office. Dino has talked to reportedly the next move is for you to talk to                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 25X1         |
|      | Before doing so you may like a little more time to get some ammunition needed for a rebuttal. I can't agree with and his thought to award a QSI in lieu of an honor award. Just last summer the DDI was encouraging the use of the Honor Awards Program to recognize outstanding achievements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 25X1         |
| 25X1 | We have only had one similar award during the past 2 yearsthat of the finder of SAMs in North VietNam. IAS, by comparison, has done better. (See affected note from Ernic)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 25X1         |
| 25X1 | partner in the Sino-Soviet briefings, has been recommended by DIAXX for a similar DIA award. This morning told me that the paperwork is not all the way through the mill but it looks favorable that he will be receiving such an award. It will be embarrassing for all concerned if the Agency doesn't come through with something suitable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 25X1<br>25X1 |
| 25X1 | for                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |
| 25X1 | The thing that bothers me the most about this is that we had done our homework with before presenting this recommendation. According to Dino, much of the write-up was done by himself and we received assurances that the level of the award and the wording were okay and we should receive an approval on this recommendation with no particular difficulties.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 25X1         |
|      | Is the problem here the the that we have trod on some sacred analytical ground by claiming too much as a result of PI?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              |

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM Approved #85 Februare 2004/62 PDIDENTIADP 18805 703 A0004 0009009-4 OFFICIAL ROUTING SLIP NAME AND ADDRESS DATE INITIALS Executive Director, NPIC 2 ACTION DIRECT REPLY PREPARE REPLY APPROVAL DISPATCH RECOMMENDATION COMMENT FILE RETURN CONCURRENCE INFORMATION SIGNATURE Remarks: will be talking to you or Dino about this. As I said on the phone, thinks a QSI might be more appropriate. DATE 21 Jan

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Approved for Release 2004/02/PEDETALEDPT8B05/FESAG0040090009-4

FORM NO. 237

Use previous editions

(40)

## Memorandum

· Special Cessistant DATE: 26 Jan 70

FROM : Per Br

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SUBJECT: Low awards

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Hanh says they work closely with Approved For Release 2004/02/12: CIA-RDP78B05703A000400090009-4

### SECRET EYES ONLY

| PHOTOGRAPHIC | INTELLIGENCE | CAREER | SERVICE | BOARD |                 | ->  |
|--------------|--------------|--------|---------|-------|-----------------|-----|
|              | •            |        |         | 15    | August 1969     | 7   |
|              | MINU         | TES    |         |       |                 | 25X |
|              |              |        |         |       | as its response |     |
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#### ANNOUNCEMENTS

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Use of Honor and Merit Awards.

advised the Board that the use of Honor and Merit Awards was discussed at a recent DDI meeting. The total number of awards in the DDI dropped from 25 in FY68 to 19 in FY69. It was pointed out that these awards should be regarded as a management tool to lift morale and encourage increased productivity. For instance, the Certificate of Merit is awarded for sustained superior performance of duty and can be used to reward an outstanding employee in the lower grades who has little opportunity for other forms of recognition. The DDI has requested that each of the Career Services consider possible awards on a regular and periodic basis.

The Board agreed to review possible candidates for Honor and Merit Awards on a quarterly basis, at the same time that Quality Step Increase recommendations are considered. This review is intended to give continuing attention to such awards and should not preclude or delay recommendations when timeliness is considered important.

Imperial Defense College Nominations.

The Board was advised that the Agency has received an additional space for the Imperial Defense College. NPIC has until noon, 20 August 1969, to submit nominations to the DDI. Possible candidates should be discussed with before the deadline.

Federal Executive Institute Report

briefed the Board on the content of the Federal Executive Institute course and some of his impressions. Emphasis was placed on organization development, team building, and the treatment of women and Negroes in the Federal government. The Board agreed that some thought should be given to the possibility of designating an equal employment opportunity officer within NPIC.

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Approved For Release 2004/02/12 : CIA-RDP78B05703A000400090009-4

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#### Approved For Release 2004/02/12 : CIA-RDP78B05703A000400090009-4 SECRET

(When Filled In)

| SECTION | D |
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#### NARRATIVE DESCRIPTION

Award for Heroic Action or Acceptance of Hazard: Was act voluntary? Describe why act was outstanding, and if it was more than normally expected. Explain, why, and how. If an aerial or marine operation, describe type and position of craft, crew position of individual, and all unusual circumstances.

Award for Achievement, Service, or Performance: State character of service during period for which recommended. (Give complete description of administrative, technical, or professional duties and responsibilities if not covered in Section C; include dates of assignment and relief.) What did the individual do that merits the award? Why was this outstanding when compared to others of like grade and experience in similar positions or circumstances? If appropriate, include production records and assistance rendered by other persons or units. What obstacles were encountered or overcome? Indicate results of achievement, service, or performance. Include reference to Fitness Reports, Letters of Commendation, or other documentation already on file which The buildup of Soviet forces on the China border, an event of major significance, was in an extremely early phase when elements of the buildup were detected from photography in early 1966 at NPIC. However, the evidence was subtle and elusive, consisting of minute bits and pieces such as limited expansion of existing facilities, increases in equipment, and introduction of new equipment. Its significance was recognized by two imagery interpreters, a specialist on airfields, and a specialist on ground forces installations. 5X1 resourcefully addressed themselves to the problem of proving their inter-They began a painstaking watch of small-scale search photography for the minute indicators of change. In reporting out individual developments in 1966 and 1967, they persisted in their interpretation that a major buildup was beginning. They pressed for the collection of further evidence. Where changes were found or suspected they pursued requests for high-resolution photography and for successive coverage. Long before the full magnitude of the buildup became obvious, they convinced NPIC officials of its significance. As subsequent photography revealed an accelerating buildup and the extreme importance of this situation became clearer within NPIC, they were formed into a two-man team to correlate and assemble their evidence in comprehensive form. They prepared their team briefings on the buildup, presenting their findings in at least 40 briefings which served to alert the intelligence community. They briefed high-level officials of the intelligence community, including the head of Fiven though there were those who questioned their conclusions persisted with their own interpretation which subsequent photography detail by detail. The alertness and professionalism of Their briefings and reports successfully conveyed the significance and magnitude of the Soviet buildup. (X) CONTINUED ON ATTACHED SHEET CONTINUED ON ATTACHED SHEET ENCLOSURES (List individually) IF ORIGINATOR IS NOT AN EYEWITNESS OR DOES NOT HAVE PERSONAL KNOWLEDGE OF THE ACT OR PERFORMANCE, ATTACH AFFIDAVITS OF EYEWITNESS OR INDIVIDUALS HAVING PERSONAL KNOWLEDGE OF THE FACTS. 1. PROPOSED CITATION 25X17. RECOMMENDATION INITIATED BY 14 Jan 20 SECTION E RECOMMENDATION FORWARDE HEAD OF\_\_\_ CAREER SERVICE (Career service of nominee) ILE AND SIGNATURE DATE DEPUTY DIRECTOR OF CAREER SERVICE 52. TITLE AND SIGNATURE DEPUTY DIRECTOR OF OPERATING COMPONENT

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| 25X1 | Approved For Release 2004/02/12 : CIA-RDP78B05703A000400090009-4                                                                                                                                                                                                                                                                                                                                          | 25X1 |
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|      | 14 January 1970                                                                                                                                                                                                                                                                                                                                                                                           | 25X1 |
| 25X1 | RECOMMENDATION FOR HONOR OR MERIT AWARD                                                                                                                                                                                                                                                                                                                                                                   |      |
|      |                                                                                                                                                                                                                                                                                                                                                                                                           | ٠,   |
|      | SECTION D (Continued)                                                                                                                                                                                                                                                                                                                                                                                     |      |
| 25X1 | is an extremely effective member of the Eastern USSR Branch, Western Geographic Division, which is responsible for first- and second-phase                                                                                                                                                                                                                                                                |      |
| 3)   | exploitation of reconnaissance imagery of the Soviet Far East, Siberia, and Mongolia. He is recognized as a prime NPIC expert on military airfields and air force equipment, and is familiar with the techniques and timing of Soviet airfield construction. He developed unique methods to exploit the imagery fully. In recognizing the photographic indicators of the developing pattern of the Soviet | ų.   |
|      | air force buildup on the China border, he assembled and correlated a mass of small, individually insignificant items of intelligence to make a comprehensive summary of Soviet air force activity in the border area over a period of several years.                                                                                                                                                      |      |
| 25X1 | The summary was first published in report form in February 1969  Buildup of Soviet Forces Near the China Border and in Mongolia) which was given wide dissemination.  is always articulate and clear. In briefing on the air installations, his poise and self-confidence and his memory and ready                                                                                                        | 25X1 |
|      | grasp of all significant details marked him an outstanding briefer. His presentations were praised for excellence of clarity, organization, and substance. In                                                                                                                                                                                                                                             |      |
|      | all he demonstrates a high degree of intelligence, alertness, initiative, diligence, and versatility, and he has an unusual ability to work effectively under great pressure.                                                                                                                                                                                                                             |      |
|      | Because of his especially significant contribution to the national                                                                                                                                                                                                                                                                                                                                        |      |
| 25X1 | intelligence on this extremely important development, it is strongly recommended that be given the Certificate of Bistinglia.                                                                                                                                                                                                                                                                             |      |